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Nellis Air Force Base, Nev.

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## Highlights

### Thank you

Air Warfare Center commander says thank you to Team Nellis for all the hard work this summer. See Page 2.

### Hurricane

Air Force aircraft evacuate in anticipation of Hurricane Floyd. See Page 11.

### Open

The new base supply store held a grand opening Sept. 9. See Page 14.

### Exercise

Nellis cranked up its mobility machine this week. See Pages 16 and 17.

### Correction

The artist who created the new Bullseye flag was misidentified. Senior Airman Kathy Dunlap, Joint Forces Control Course graphic artist, created the new flag. We apologize for any inconvenience this may have caused.



## Gen. Ryan shares 21st Century perspective

By Capt. Veronica Kemeny  
AWFC Public Affairs

Growing up as an Air Force brat and travelling the world with his parents infected the current chief of staff of the Air Force from an early age. Gen. Michael E. Ryan, chief of staff of the Air Force visited Nellis Sept. 2 and shared his thoughts and perspectives on the Air Force in the 21st Century and Air Force people today.

"I remember my dad took me up as a young boy in an airplane and bunted the airplane upside down and said hold this pencil," said Gen. Michael E. Ryan. "As he bunted the airplane it went into 0 'gs. When I let go of the pencil, it floated."

"I was hooked from then on — I always wanted to make the pencil float," said Gen. Ryan.

Gen. Ryan feels we are in a time in the Air Force where knowledge is the key to success. This is evident by what is happening in the battle space.

"JEFX is experimenting with new ways to integrate both atmospheric and space-borne capabilities to bring them together very quickly to do rapid targeting to effect the battle space," said Gen. Ryan.

Part of Expeditionary Aero-



Photo by Staff Sgt. Robert J. Kloos

Gen. Michael E. Ryan, chief of staff of the Air Force, and his wife Mrs. Jane Ryan, look over images being sent to higher headquarters from Indian Springs Air Force Auxiliary Field by the 820th Security Forces Group, Lackland Air Force Base, Texas during the JEFX '99 experiment.

space Force requires us to be very quick — light, lean and lethal, Gen. Ryan continued. We need to get forward quickly, beddown and be able to control events rather

than allow events to control us. "JEFX feeds that by allowing us to use a lot of reach back capability where you don't have to take it forward. You can reach back

to centers throughout and across the United States like we're doing in this particular experiment,"

See Gen. Ryan on Page 2

## Sec. Peters talks recruiting, F-22, quality of life

By Senior Airman  
Monica J. Munro  
AWFC Public Affairs

Secretary of the Air Force, the Honorable F. Whitten Peters, was in Las Vegas recently to speak at the Tuskegee Airmen luncheon. During his stay, he toured the base and discussed recruiting, retention and the F-22.

"The first thing we must do is get the people in the Air Force to stay in the Air Force," Sec. Peters said. "People need to feel like they can be in the Air Force and have a family. We've been working with pay and the Expeditionary Air Force, but we need to do more. It is a start though."

According to the secretary, if people won't stay in the Air Force, recruiting will have to get

more aggressive.

"We're not retaining enough people," the secretary said. "My No. 1 priority is to get people to stay in by fixing things that make them leave such as pay, OPSTEMPO, benefits, medical care and housing. We are working hard to get this done."

According to Sec. Peters, there are other areas in which the Air Force needs improvement.

"The other area we need to work on is a coherent, long-range plan to modernize the Air Force - not just the aircraft, space systems and vehicles - but the force as a whole and all of its component parts. We have started this and have put budget dollars against a lot of those items."

Along with these issues,

Sec. Peters addressed the F-22 and its possible beddown at Nellis. "The F-22 is a program that has been on the books for almost 20 years," he said. "Although its an expensive purchase, it will be better for the taxpayers in the long run because its actual operating cost is 10 percent cheaper than the F-15. So in my view, cuts initiated by Congress are not the right way to go."

Sec. Peters summed up his No. 1 priority - keeping the experience in the military with, "we're never going to be able to



Photo by Senior Airman Molly A. Gilliam

Secretary of the Air Force, the Honorable F. Whitten Peters

pay people what they can make in the private sector, but I think the key is that we offer a lot more than the private sector in terms of quality of life, great people to work with and good training."





Dear Team Nellis,

The summer of 1999 will go down in the history books as more than just another season. Because of the hard work and long hours of everyone on Team Nellis, we have successfully completed one of the busiest summers ever.

Summer kicked off with a Green Flag, and since then we held a Red Flag, graduated the Weapons School class and started another one - and celebrated the 50th anniversary of the Weapons School. We have worked closely with the Army in numerous Air Warrior exercises. The prestigious Joint Civilian Orientation Conference - distinguished guests of the Secretary of Defense - visited Nellis for the second year in a row. New Department of Defense general officers and civic leader tours have visited Nellis - and we have demonstrated for them all the awesome power of our Air Force during firepower demonstrations.

The recently completed Joint Expeditionary Force Experiment brought many people to Nellis, among them Secretary of the Air Force F. Whitten Peters, Air Force Chief of Staff Gen. Michael E. Ryan, and countless other senior Air Force officers. We look forward to an even bigger joint experiment next year.

Of course, many hundreds of people from Nellis took part in humanitarian and peacekeeping missions around the world. The war in the Balkans had many impacts on Nellis, not the least of which were the families who spent many weeks and months waiting for their loved ones to come back from deployments. I salute the families of our hard-working men and women. We could not excel without their support.

On a much more somber note, two weeks ago we held a remembrance service and dedicated a memorial to the 12 men who died in the tragic helicopter accident Sept. 3, 1998. They shall never be forgotten.

Thank you for your hard work and dedication. It is all of you who make Nellis the showcase of aerospace power. I am proud to be serving with the best men and women in the Air Force!

**Maj. Gen. Glen W. "Wally" Moorhead III**  
Air Warfare Center commander



*"Nellis is the centerpiece of our Air Force -- always has been and always will be."*

**Gen. Michael E. Ryan**  
Chief of Staff of the Air Force



*Photo by Staff Sgt. Robert J. Kloos*

**Gen. Michael E. Ryan, chief of staff of the Air Force, observes a camcopter being flown by Staff Sgt. Richard P. Amanm Jr., 820th Security Forces Group, Lackland Air Force Base, Texas, while visiting Indian Springs Air Force Auxiliary Air Field during JEFX '99.**

## Gen. Ryan

*Continued from Page 1*

Gen. Ryan said. "Pull in the data. Fuse it and turn it into usable knowledge. It is very very helpful and feeds right into our Expeditionary Air Force concept."

Gen. Ryan sees the Air Force in the 21st century as above and beyond its current state.

"I think the Air Force has set its course for the first quarter of this next century," he said. "Our modernization programs are in fairly good shape. Our emphasis on the capability to bring firepower to bear very rapidly depends on experiments such as JEFX to produce nuggets that we can polish and put into the force. The Air Force of the future will be one that integrates the capabilities of both air and space in ways we haven't gotten to yet. This is the emphasis of what's is going on in JEFX '99."

Any one who understands the business we are in understands that air supremacy is the key to winning the battles of the future, said Gen. Ryan.

"We as a nation have not experienced a lack of air supremacy," Gen. Ryan continued. "We have never fought in the last 30 years with anything but air superiority. The F-22 is key to securing air superiority for the next century. It is not just for the Air Force. It is for all the forces to assure that we dominate in the sky. The last thing that the Air Force wants is a fair fight. The F-22 does not allow that."

Gen. Ryan says he doesn't know whether you can pick out a particular aspect of a person's makeup or personality that makes them successful in the Air Force.

"It takes all kinds of people in the Air Force to be successful," said Gen. Ryan. "Most people who progress in rank, as I was lucky enough to do, do it with the help of a whole bunch of other people. It wasn't me. It was the people who helped me through my career. But the one

thing that I think every person must have is integrity. We say that in our core values. Integrity first. It has to be integrity always."

Nellis will remain a focus for our tactical level training, said Gen. Ryan.

"This includes the Red Flag concepts and the ability to produce these wonderful officers that go through the weapons schools," said Gen. Ryan.

They come from not just Air Combat Command but from all of our commands around the world. They are the experts. They are getting their Ph.D. in the application of air power. Nellis is a center for not just ACC but for all the Air Force for the application of air power at a tactical level. Gen. Ryan says the Air Force is moving a little beyond that too.

"We are moving to the operational level training that will need to be done for the future," he said. "We are looking at ways to leverage all the capabilities we have here. This is one of the reasons that Nellis was picked as one of the sites for JEFX. Nellis is the centerpiece of our Air Force — always has been and always will be," he said.

According to Gen. Ryan the Air Force is blessed with marvelous people who do fantastic jobs. "We as an Air Force just went through a major theater war, he said. We deployed more of our force, by percentage of force in Kosovo than in Desert Storm and more than we did in Vietnam.

"This was a big deal," Gen. Ryan said. "Our folks did a marvelous, marvelous job in winning a victory. It was not only right but it was morally right. I couldn't be more proud of them. We are doing everything we can to make this Air Force a better place not just for the members but for the families because it is the people — great people that make our Air Force great. I am proud of every one of them."

## Bullseye Editorial Staff

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## Action Line

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652-4636

Col. Andrew Dichter  
99th Air Base Wing  
commander

Nellis' Action Line is your direct line to the 99th Air Base Wing commander, Col. Andrew Dichter. If you have worked through normal channels and are not satisfied with the answer, the Action Line is your opportunity to ask questions or make suggestions about the subjects of concern to the Nellis community.

Please leave your name and phone number in case more specific information is required. You may also use our e-mail address: commander.action@nellis.af.mil. Action Lines of general interest will be published in the Bullseye; others will be answered by phone. Remember, the quickest and most efficient way to solve a problem is to talk directly to the office that is responsible. This gives them a chance to help you and perhaps improve the process.

### Helpful phone numbers

BX Customer Service	644-2044
Commissary	643-7919
Child Development Center I	652-4241
Child Development Center II	652-5885
Finance (military pay)	652-4844
Fitness Center	652-6433
Housing Maintenance	652-1847
Hospital Appointment Desk	653-2778
Hospital Information Desk	653-2222
Legal Office	652-4213
Mountain View Dining Facility	652-4764
Public Affairs	652-2750
Safety	652-7604
Security Forces	652-2311
TRICARE	653-2500

# Clear, understandable relationship guide creates order, discipline

By Col. Timothy D. Wilson  
Air Warfare Center Staff Judge Advocate

The revised AFI 36-2909, Professional and Unprofessional Relationships, went into effect May 1.

This revision was the result of a secretary of defense memorandum directing the services to adopt uniform, clear and readily understandable policies regarding good order and discipline and professional relationships. Experience has shown that most violations of the Air Force policy on Professional Relationships stem from inexperience or unfamiliarity with the policy.

The following questions and answers should help you in understanding the Air Force policy on personal relationships.

### Why does the Air Force care about personal relationships?

The short answer is how we relate to one another affects how well we collectively perform the mission of the Air Force. The Air Force is more effective when we work together and respect authority.

Every large organization has a code of behavior. Sometimes these codes are unwritten, but in most large organizations they're written down to tell employees how they're expected to conduct themselves.

The Air Force instruction on professional relationships does just that. It sets out the standards of behavior for personal relationships.

In doing so, it takes into account the fact that the Air Force is organized in grades and ranks and the mission is accomplished through the giving and carrying out of orders.

Just as we are expected to be at work on time, to dress in serviceable uniforms and to perform our work to a certain skill level, we are also expected to meet standards in our relationships with others.

### How do personal relationships affect morale and discipline?

We have all seen or heard stories about favoritism; "teachers pets," people who "take care of their friends," etc.

You may have also seen or heard about people who abuse their position and act in their own selfish interests. We tend to be suspicious of the decisions and motives of people who engage in favoritism or misuse their position.

Undoubtedly we all feel more comfortable when our leaders judge us on our performance and make decisions based on the mission, and not on personal likes and dislikes or personal interests. In other words, when we believe our leaders are fair and they make their decisions for the right reasons, our morale and willingness to perform our duty increases.

### What are professional relationships?

Some relationships contribute to high morale and good discipline.

Others do not. Recognizing those relationships that increase morale and discipline is important to you now and will become more important when you become a supervisor and leader.

Professional relationships is a term used to describe personal interaction that adds to morale, discipline and respect for authority.

Open communication about careers, duties, performance and the mission is always encouraged.

Participation in unit, base or civic activities normally contributes to esprit de corps and has a positive effect on others. But, when relationships have the opposite effect, when they begin to break down or destroy

morale, discipline, or respect for authority, they become a matter of official Air Force interest.

### What are unprofessional relationships?

"Unprofessional relationships" is a term used to describe personal interaction that results in or reasonably creates the appearance of favoritism, misuse of position or authority, or the abandonment of organizational goals for personal interests. Depending on the circumstances, we all are susceptible to entering into relationships that will hurt morale and discipline or respect for authority.

Consequently, we all have an obligation to keep our own behavior within Air Force standards. In addition, if we see behavior that is hurting morale and discipline, we have an obligation to correct the behavior or call it to the attention of the proper authority.

### What's the difference between an unprofessional relationships and fraternization?

Basically, fraternization is an unprofessional relationship between an officer and an enlisted member.

The term fraternization is used in the Manual for Courts-Martial to describe the criminal offense of fraternization: a personal relationship between an officer and an enlisted member in violation of the customs of the Air Force.

Consequently, fraternization is normally used in the Air Force to describe an unprofessional relationship between an officer and an enlisted member and not unprofessional relationships between officers or between enlisted members.

Other services call all unprofessional relationships fraternization and the terms are used interchangeably.

### Is fraternization (an unprofessional relationship between an officer and an enlisted member) treated differently than other unprofessional relationships?

In many respects, there is no difference. Unprofessional relationships between two enlisted members or between two officers can be very detrimental to morale and discipline.

Because officers serve in the higher levels of leadership and exercise considerable authority over those members junior to them, it is recognized that the potential harm from their unprofessional conduct can have a significant negative impact on morale, discipline and respect for authority.

Consequently, officers are forbidden from entering into certain relationships with enlisted members.

The intent of this short article has been to familiarize you with the Air Force policy on personal relationships.

It is hoped this will allow you to better avoid relationships that negatively affect morale, discipline, respect for authority and unit cohesion.

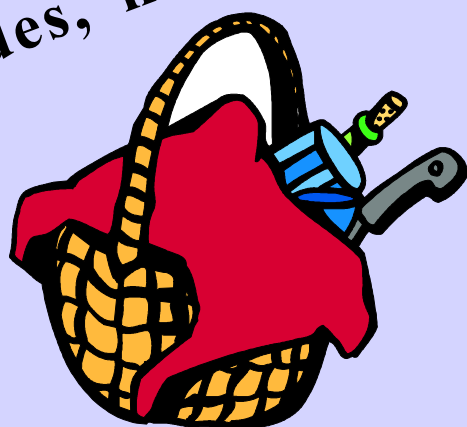


Photo by Staff Sgt. Jim Bianchi

Col. Timothy D. Wilson

## Free food Military Appreciation Picnic

Rides, music



Today 11 a.m.  
Freedom Park